

City University of Hong Kong

Information on a Course offered by Department of Public Policy with effect from Semester A 2013/14

Part I

Course Title:	Contemporary Management for Housing Managers
Course Code:	POL6800
Course Duration:	One semester
No. of Credit Units:	3
Level:	P6
Medium of Instruction:	English
Prerequisites:	Nil
Precursors:	Nil
Equivalent Courses:	Nil
Exclusive Courses:	Nil

Part II

1. Course Aims:

This course aims to provide students with knowledge in applying the principles and theories of management studies with special application to the housing sector of Hong Kong and the Region. This course will cover general management theories, human and financial as well as strategic management.

2. Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting (if applicable)
1.	Illustrate current and emerging theories of modern management in the areas of organization studies, human resources, financial and strategic management.	
2.	Analyse new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.	
3.	Develop new approaches in their work setting with the management theories and models covered in the course.	
4.	Critically appraise the applicability of theories of models of management studies to local organizational settings.	
5.	Experiment new models of management studies to local organizational settings.	

3. Teaching and learning Activities (TLAs)

(designed to facilitate students' achievement of the CILOs)

Indicative of likely activities and tasks students will undertake to learn in this course. Final details will be provided to students in their first week of attendance in this course.

CILO No	TLAs	Hours/week (if applicable)
CILO 1,2, 3	Lectures on theories and practice of management studies	2 hours per week
CILO 1,2,3, 4, 5	Presentations/case studies in student-led seminars	1 hours per week

4. Assessment Tasks/Activities

(designed to assess how well the students achieve the CILOs)

Students are required to pass BOTH the coursework assessment AND the examination before they can be awarded an overall passing grade of the course.

CILO No	Type of assessment tasks/activities	Weighting (if applicable)	Remarks
CILO 2,3	Student-led Seminars	50%	
	Case studies		
CILO 1,2	Examination: 2 hours	50%	

5. Grading of Student Achievement: Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

The tables below set out the assessment criteria for students in each of the two assessment tasks

Assessment Criteria: Student-led Seminars and Case Studies

Grade	
A	Students demonstrate superior ability in selecting and organising relevant case materials and in connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show excellent skills in both the clarify of presentation as well as the techniques in engaging fellow classmates in discussion. The seminar paper, which students have to complete in the light of the seminar presentation and discussion, should be able to reveal superior ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.
B	Students demonstrate good ability in selecting and organising relevant case materials and in connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show good skills in both the clarify of presentation as well as the techniques in engaging fellow classmates in discussion. The seminar paper, which students have to complete in the light of the seminar presentation and discussion, should be able to reveal good ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.
C	Students demonstrate average ability in selecting and organising relevant case materials and in connecting such materials with the appropriate concepts and theories of management. In the classroom interactive session, the students are able to show average skills in presentation as well as in engaging fellow classmates in discussion. The seminar paper shows average ability in critically reflecting the current practice in housing management as well as in deriving new directions of practice.
D	Students demonstrate weak ability in selecting and organising relevant case materials. In the classroom interactive session, the students are able to show weak skills in presentation as well as in leading discussion. The seminar paper is weak in the reflection of current practice in housing management as well as in deriving new directions of practice.
F	Students demonstrate the lack of ability in selecting and organising relevant case materials. In the classroom interactive session, the students are unable to show the skills in presentation as well as in leading discussion. Reflection of current practice in housing management is absence in the seminar paper.

Assessment Criteria: Examination

Grade	
A	The students demonstrate excellent ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Superior competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.
B	The students demonstrate good ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Good competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.
C	The students demonstrate average ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Average competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.
D	The students demonstrate weak ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Weak competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.
F	The students demonstrate no ability in describing current and emerging theories and practices of modern management and make connection to relevant housing management practice. Lack of competence in analysing and develop new approaches in the organizational and management issues relating to their work setting with the management theories and models covered in the course.

Part III

Keyword Syllabus:

The Housing Organization Context; Management Theories and Approaches relevant to Housing Managers; The Managers' Role; Motivation and Job Satisfaction; Making Judgement and Decisions; Issues of conflicts and power; Leadership and managerial styles; Introduction to strategic management; Environmental assessment; Industry and competitive analysis; Techniques to identify strategic options; Generic strategy alternatives

Recommended Reading:

- Anne Power, Peter William, H.R.H. (2000) *The Prince of Wales Housing Management: a Guide to Quality and Creativity*
- Beer, Michael, Russell A. Eisenstat, and Bert A. Spector. (1990) *Why Change Programs Don't Produce Change*. Boston, MA: Harvard Business Review.
- Carroll, John. (2001) *Introduction to Organizational Analysis: The Three Lenses*. MIT Sloan School of Management.
- Collis, D. and C. Montgomery. (1997) *Corporate Strategy: Resources And The Scope Of The Firm*. Irwin, 1997.
- Cusumano, M. A. and C.C. Mardikes, eds. (2001) *Strategic Thinking For The New Economy*. Jossey Bass.
- Hamel, G. and C. K. Prahalad.(1996) *Competing For the Future*. Harvard Business School Press.
- Hamel, G. *Leading the Revolution*. (2000) Harvard Business School Press.
- Hayes, R., G. Pisano and D. Upton. (1996) *Strategic Operations: Competing Through Capabilities*. Free Press.
- Kaplan, R. S. and D. P. Norton.(2001) *The Strategy-Focused Organization*. Harvard Business School Press.